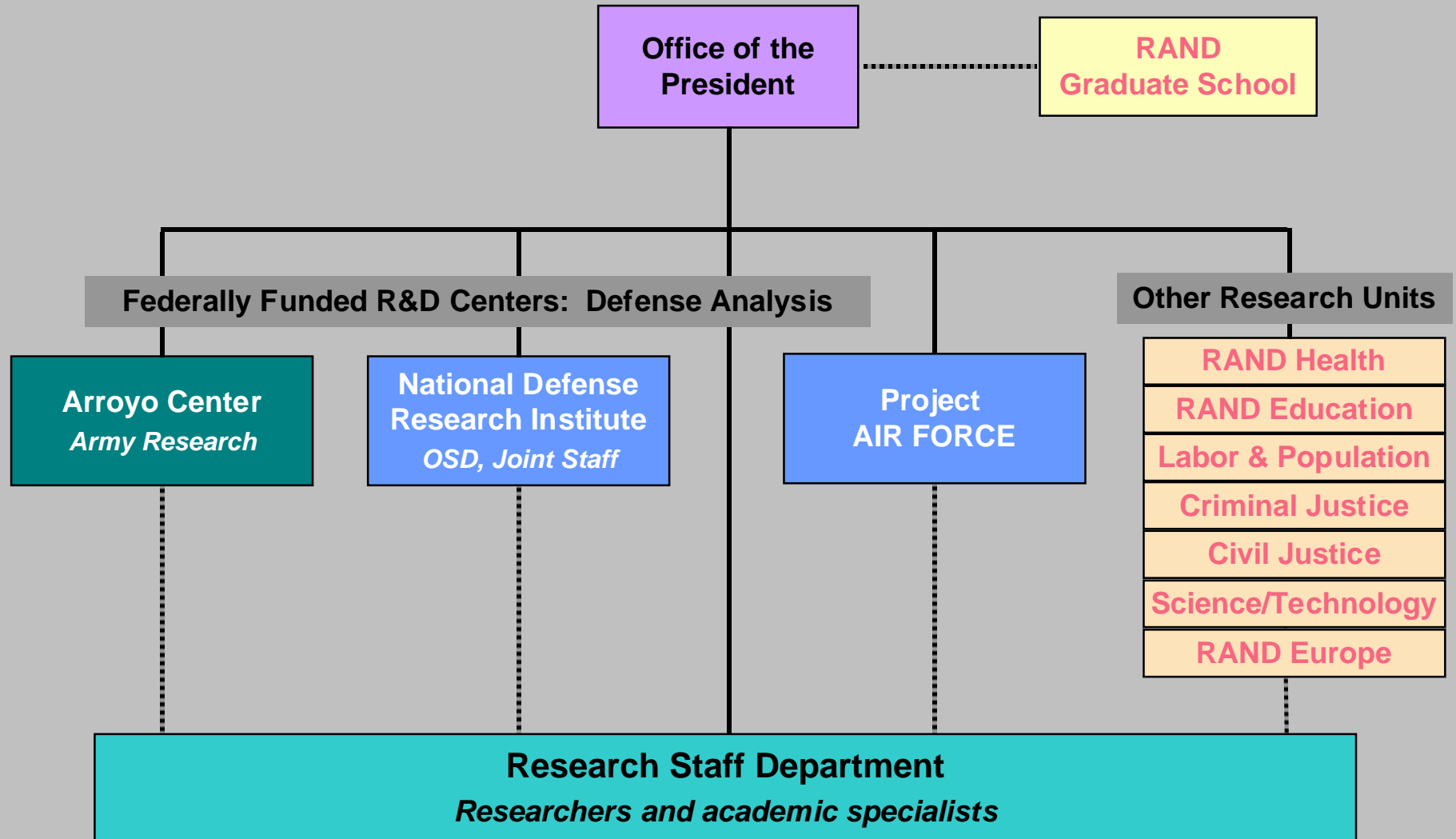


# **Overview of RAND Recruiting and Personnel Research**

**January 2001**

# RAND and the Arroyo Center



# Arroyo Center Research Organization

**David S. C. Chu**  
*Vice President, Army Research Division*  
*Director, Arroyo Center*

**Thomas L. McNaugher**  
*Associate Director*

**Strategy, Doctrine,  
and Resources  
Program**

**David B. Kassing**  
Director  
**Tom Szayna**  
Associate Director

**Force Development  
and Technology  
Program**

**Kenneth P. Horn**  
Director  
**Leland T. Joe**  
Associate Director

**Military Logistics  
Program**

**John Dumond**  
Director  
**Rick Eden**  
**Marc L. Robbins**  
Associate Directors

**Manpower and  
Training Program**

**Bruce R. Orvis**  
Director  
**Charles A. Goldman**  
**John D. Winkler**  
Associate Directors

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# **Research Agenda: Fiscal 2001**

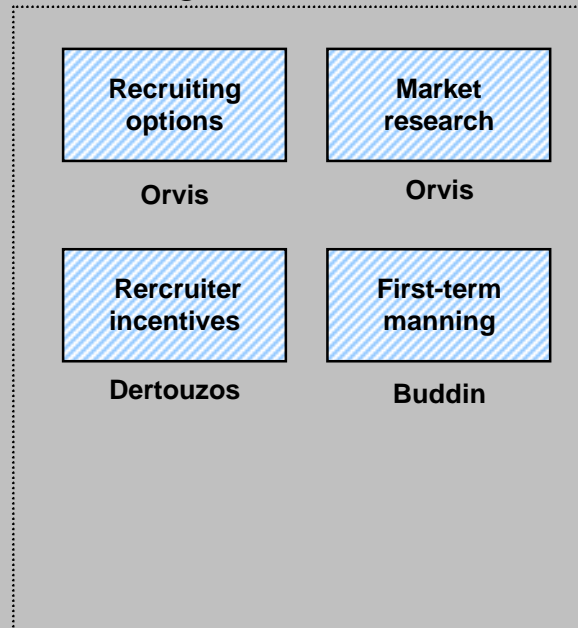
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**Manpower and Training Program  
Arroyo Center**

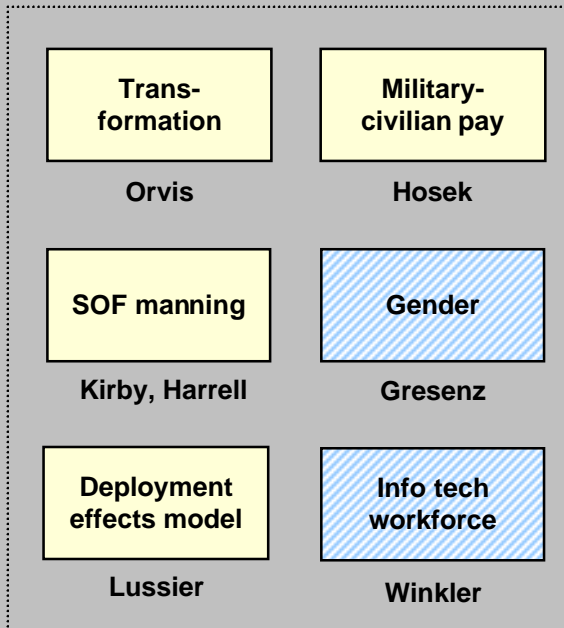
# FY01 Manpower and Training Projects

21 January 2001

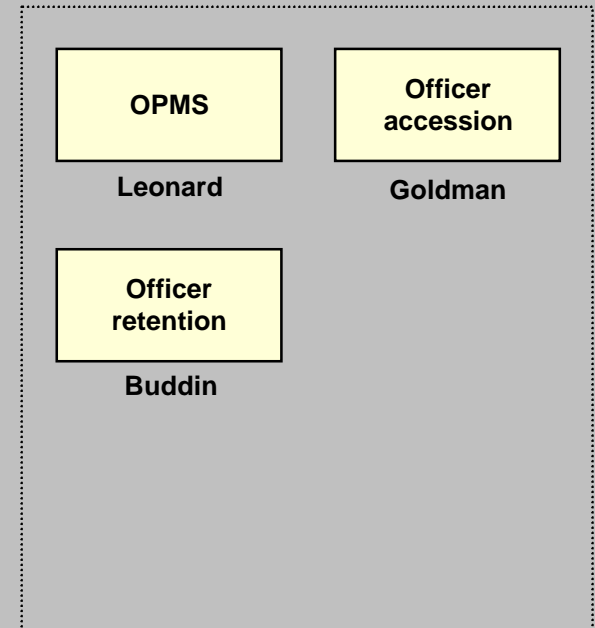
## Recruiting/accession



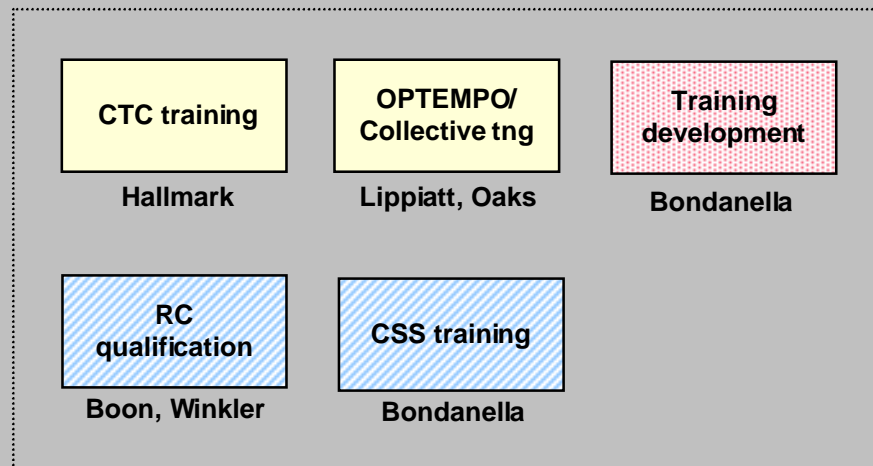
## Personnel management



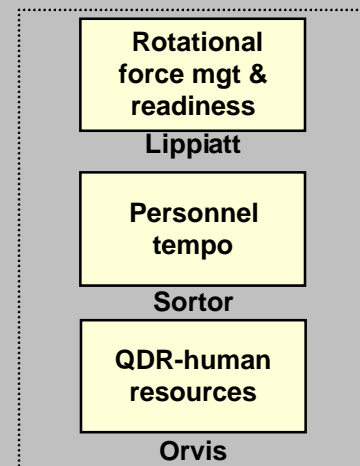
## Officer Careers



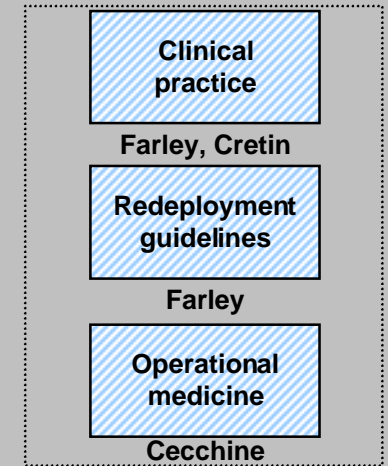
## Training



## QDR



## Medical



Core project



Add-on project



Potential project

# Recruiting

Project	Research Focus
<ul style="list-style-type: none"> <li><b>Recruiting options</b> Bruce Orvis (DCSPER, MRA)</li> </ul>	<ul style="list-style-type: none"> <li>How will GED+ &amp; College First programs affect recruiting?</li> <li>RAND designed national experiment, is assessing results to strengthen incentives and access broader markets</li> </ul>
<ul style="list-style-type: none"> <li><b>Market research</b> Bruce Orvis (DCSPER, MRA)</li> </ul>	<ul style="list-style-type: none"> <li>What appeals will work with key youth market segments ?</li> <li>RAND designed and evaluated new surveys, is advising Army on design of new advertising program</li> </ul>
<ul style="list-style-type: none"> <li><b>Recruiter incentives</b> Jim Dertouzos (DCSPER, MRA)</li> </ul>	<ul style="list-style-type: none"> <li>How can recruiter management be made more effective?</li> <li>Analyze incentives &amp; assess effects on recruiter productivity</li> </ul>
<ul style="list-style-type: none"> <li><b>First-term manning</b> Dick Buddin (DCSPER, MRA)</li> </ul>	<ul style="list-style-type: none"> <li>Will recruiting practice changes affect first-term manning?</li> <li>Assess attrition, retention, promotion over first term</li> </ul>

# Personnel Structure and Management

Project	Research Focus
<ul style="list-style-type: none"><li>• <b>Military-civilian pay</b> Jim Hosek (DCSPER)</li></ul>	<ul style="list-style-type: none"><li>• How will Army personnel costs rise in coming years?</li><li>• Civilian pay is very dynamic: Will military pay keep pace?</li></ul>
<ul style="list-style-type: none"><li>• <b>SOF manning</b> Sheila Kirby, Meg Harrell (USASOC)</li></ul>	<ul style="list-style-type: none"><li>• How can SOF recruit, train, &amp; retain to fill force structure?</li><li>• Analyze supply of SOF entrants, selection criteria, incentive effects</li></ul>
<ul style="list-style-type: none"><li>• <b>Gender &amp; positions</b> Carole Gresenz (MRA)</li></ul>	<ul style="list-style-type: none"><li>• How should Army change its policies and methods for defining gender restrictions on job assignments?</li><li>• Review criteria, explore alternatives, anticipate effects</li></ul>
<ul style="list-style-type: none"><li>• <b>Info-tech workforce</b> John Winkler (MRA)</li></ul>	<ul style="list-style-type: none"><li>• How will Army meet future req'ts for info-tech specialists?</li><li>• Anticipate future requirements, devise approach for “make or buy” decisions (mil/civ/contract personnel)</li></ul>

# Officer Careers

## Project

## Research Focus

- **Officer personnel management**

Chip Leonard (DCSPER)

- How well is OPMS meeting Army goals for officer corps depth & breadth and personal goals of officers?
- Assess job experience req'ts and officer career choices

- **Officer accession**

Charles Goldman (DCSPER)

- How can Army reverse declines in officer accessions?
- Analyze sources of recent shortfalls, cost of expanding ROTC production

- **Officer retention**

Dick Buddin (DCSPER)

- How to ensure adequate retention (O-3 thru O-6)?
- Economic and survey analysis of compensation, family income & roles, workload, professional growth



# Training

Project	Research Focus
<ul style="list-style-type: none"><li>• <b>CTC training &amp; prep</b> Bryan Hallmark (FORSCOM, DAMO-TR)</li></ul>	<ul style="list-style-type: none"><li>• What does new “system” for assessing CTCs reveal about unit performance levels and trends?</li><li>• Add data on train-up cycle to analyze home-station effects</li></ul>
<ul style="list-style-type: none"><li>• <b>OPTEMPO</b> Tom Lippiatt, David Oaks (DCSOPS)</li></ul>	<ul style="list-style-type: none"><li>• How should Army reorganize resourcing and readiness assessment for field unit training?</li><li>• RAND as “external reviewer,” to work with Congress &amp; PAE</li></ul>
<ul style="list-style-type: none"><li>• <b>RC qualification</b> John Boon, John Winkler (MRA, DAMO-TR)</li></ul>	<ul style="list-style-type: none"><li>• How can RC raise soldier qualification, preserving unit AT?</li><li>• Assess cost-benefit of additional funds for training time, reduced turbulence, etc.</li></ul>
<ul style="list-style-type: none"><li>• <b>CSS training</b> John Bondanella (USAR)</li></ul>	<ul style="list-style-type: none"><li>• How to provide adequate training for high-echelon CSS units (e.g., Theater Support Commands)?</li><li>• Provide prototype for CSS staff training in operating unit</li></ul>

# Force Planning for the Future: QDR, Transition, and Transformation

Project	Research Focus
<ul style="list-style-type: none"><li>• <b>Force management and readiness</b></li></ul> Tom Lippiatt (DCSPRO)	<ul style="list-style-type: none"><li>• How would alternative force management models, like the Air Force AEF, work in the Army?</li><li>• Develop alternatives, articulate assessment criteria</li></ul>
<ul style="list-style-type: none"><li>• <b>Personnel tempo</b></li></ul> Fran Lussier; Ron Sortor (DCSPRO, DCSPER)	<ul style="list-style-type: none"><li>• How do SSC deployments affect personnel movements?</li><li>• Develop personnel movement models, assess effects of SSCs and structure changes on turnover, “time away,” etc.</li></ul>
<ul style="list-style-type: none"><li>• <b>Transformation</b></li></ul> Bruce Orvis (DCSPER)	<ul style="list-style-type: none"><li>• How will Army transformation affect the personnel system?</li><li>• Develop future forces, assess types of soldiers required and paths to meet these skill, aptitude, and experience needs</li></ul>

# Recent Recruiting Research--NDRI (FRPC)

Project	Research Focus
<ul style="list-style-type: none"><li>• <b>GI Bill proposals</b> Beth Asch</li></ul>	<ul style="list-style-type: none"><li>• How will proposed changes affect recruiting, use, &amp; costs?</li><li>• RAND compared growth in school costs vs. benefits and analyzed historical data on GI Bill use to project impact</li></ul>
<ul style="list-style-type: none"><li>• <b>College-bound youth</b> Beth Asch, Becky Kilburn</li></ul>	<ul style="list-style-type: none"><li>• What are best markets and programs among college-bound?</li><li>• Evaluated enlistment potential of different sub-markets and is designing survey to assess appeal of prospective options</li></ul>
<ul style="list-style-type: none"><li>• <b>Military advertising</b> Jim Dertouzos</li></ul>	<ul style="list-style-type: none"><li>• How can recruiting advertising be made more effective?</li><li>• Analyzed changes in communication strategies/technologies and assessed their implications for recruiting efforts</li></ul>
<ul style="list-style-type: none"><li>• <b>Reserve recruiting</b> Becky Kilburn</li></ul>	<ul style="list-style-type: none"><li>• How have factors affecting reserve recruiting changed?</li><li>• Assess impact of recent changes in economy, college attendance, employer policies, incentives, and deployments</li></ul>

## Recent Recruiting Research (Cont.)

### Project

### Research Focus

- **Enhanced stations**  
Ron Fricker

- How do we best use stations to positively influence visitors?
- Assess performance of Potomac Mills, optimize performance, & evaluate cost-effectiveness of enhanced recruiting stations

## Recent Recruiting Research--PAF (MPT)

- **Accessions & training**  
Al Robbert

- How to improve content of IET and other training?
- Identify problems and recommend enhancements in Air Force's process for determining training course content

- **Retention, experience**  
John Ausink

- How would improved retention affect costs & productivity?
- Adapt and apply CAPM model to assess impact of bonuses and other policy changes on retention, costs, and skills mgt